

Response: This document is being extensively rewritten to incorporate comments.

Do search on all procedures and references for acronyms and include here. Also include all the boards & teams mentioned in the glossary. Assure all AIS terminology along with all governmentese is defined in the glossary. Acronyms should just state what the letters stand for and not define the term. Verify the acronyms, noticed some errors in acronyms.

The makeup and purpose of the PRB should be defined but the operations should be left up to the individual districts. This should be included in the document.

Define P2 and P3e in glossary. P2 and P3e are not defined but are indicated heavily in the processes. The average USACE employee does not know what P2 and P3e are, nor do they understand how they affect them and how they relate to them.

Scope

This reference document's purpose is to aid users of the Business Processes (BP) and P2, by providing a quick reference to both acronyms used in the other documents, as well as a common definition of terms, as they relate to BP and P2.

What is the purpose of the Acronym list? Should the acronym list all the acronyms from this document? Suggestion: List all acronyms that are included with this document.

Distribution

All USACE employees

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice. All acronyms marked with a * are defined in the glossary. **(add this last sentence to each PROC either right after the first "*" or as a footnote).**

Inconsistent format.

Acronyms

AAPB: Advanced Acquisition Planning Board

AIS: Automated Information Systems

AOR: Area of Responsibility

BCE Base Civil Engineer

BMO: Business Management Office (PROC1014)

BOD: Beneficial Occupancy Date

BP: Business Process

BY: Budget Year

BY+1: The Budget Year plus one year

BY-1 Current Year

CCG: Consolidated Command Guidance

CEFMS: Corps of Engineers Financial Management System

CFY: Current Fiscal Year

CI: Command Inspection?????

CIP: Construction in Progress

CMR: Command Management Review

COB: Command Operating Budget

CWE: Current Working Estimate

CWIN: Civil Works Identification Number?????

DPM: Deputy District Engineer for Programs and Project Management

DPW Department of Public Works

ED&M: ???PROC1023

EPS: Enterprise Project Structure

FAD: Funding Authorization Document

FORCON/CERAMMS: **Force** Configuration, Corps of Engineers Resource and Military Manpower System

FS: Feasibility Study

FUDS: Formerly Used Defense Sites????

GOPR: Government Order Purchase Request

HTRW: Hazardous, Toxic and Radioactive Waste

IG: Inspector General????

MIPR: Military Interdepartmental Purchase Request

MOA: Memorandum of Agreement

MOU: Memorandum of Understanding???

MSC: Major Subordinate Command

NAS: Network Analysis Software

NEPA: National Environmental Policy Act

P3e: Primavera Enterprise???

PA: Preliminary Assessment (**NOTE: can also mean Program Analyst, Programmed Amount, Project acceptance or Authorization**)

PBAC: Program (**and Budget???**) and Advisory Committee

PDT: Project Delivery Team

PgM: Program Manager

PgMP: Program Management Plan

PM: Project Manager

PMBP: Project Management Business Process

PMP: Project Management Plan

POC: Point of Contact

PAB: Project Advisory Board???

PRB: Project Review Board

PR&C: Purchase Request & Commitment

PWO: Public Works Office (Navy)

RBC: Regional Business Center PROC1016

RM: Resource Management Directorate / Office

RMB: Regional Management Board

RTA: Ready To Advertise

SA: System Administrator

S&A: Supervision and Administration

SFO: Support For Others, Work completed by the USACE for non-DOD governmental entities.

SI: Site Investigation

SOS: Scope of Service

USACEBP: USACE Business Process

VTC: Video Teleconference???

WAD: Work Authorization Document

WFO: Work for Others Work completed by the USACE for other DOD entities.

WBS: Work Breakdown Structure. A hierarchy of work that must be accomplished to complete a project, which defines a product or service to be produced. The WBS is structured in levels of work detail, beginning with the deliverable itself, and is then separated into identifiable work elements.

Glossary

Add definitions for current fiscal Year, Budget Year to the glossary.

ACQUISITION PLAN: The formal process of deciding how a project will be executed and what and how many contracts will be required.

ACTIVITY: In P3e, activities are the fundamental work elements of a project. They are the lowest level of a work breakdown structure (WBS) and, as such, are the smallest subdivision of a project that directly concerns the project manager. Although you can divide activities into steps, an activity's primary resource is typically responsible for managing and tracking the progress of an activity's steps, while the project manager is typically responsible for managing and tracking the progress of the overall activity. **[Please clarify - please provide examples of an "activity."]**

[Is this term really necessary? Is it related to a particular software package?]

AGENT: Delete actor definition. No mention of actor in the process and confuses the reader

AREA OF RESPONSIBILITY: The recognized boundaries within which a district is the primary executing agent for the UASCE.

AUTOMATED INFORMATION SYSTEM: A combination of computer hardware and software, telecommunications information technology, personnel, **[personnel entering AIS data?????]** and other resources that collect, record, process, store, communicate, retrieve, and display information.

BUDGET YEAR:

BUSINESS PROCESS: The overarching process by which USACE supplies products and services to its customers; includes ER 5-1-11, the PMBP and P2. Also known as the Project Management Business Process (PMBP). The series of defined steps which guide a project manager thru the process of initiating, planning, executing, and closing out work for a customer. The over-arching process recognizes that product-related process exists below this level.

CLIENT:

CONSTRAINTS: In a schedule, imposed date restrictions used to reflect project requirements that cannot be built into the logic.

CORPORATE BOARD: The DE and **selected** key staff chiefs.

CORRECTIVE ACTION: Action taken to eliminate the causes of an existing nonconformity, defect, or other undesirable situation in order to prevent recurrence.

CRITICAL PATH: In a schedule, the longest continuous path of activities thru a project that determines the project completion date.

CUBE: an Oracle Express multidimensional database.

CUSTOMER: Customer as used in this reference may be a number of people/organizations to include partners and stakeholders. In general, the customer is any individual or organization for which USACE delivers projects or services to meet specific needs. **(Conflicts with primary definition - recommend deleting).**

CUSTOMER ORDER: A CEFMS term used to denote payment for work by any means other than a Funding Authorization Directive (FAD).

CUSTOMER SCOPE: The agreed upon definition of the project the USACE is to execute. Ideally, the customer scope is the product of a synergistic effort between the customer and the USACE. The customer scope **is defined by** the PMP. **[This may be an inappropriate term - project scope or scope of work is commonly used.]**

DEPUTY DISTRICT ENGINEER FOR PROGRAMS AND PROJECT MANAGEMENT (DPM): The civilian deputy to the District Commander. DPM as used in this regulation includes Center positions **[what are these??]** such as Deputy for Programs and Technical Management and Deputy for Programs and Project Management/Project Delivery Team.

EARNED VALUE: An indicator of project progress, which compares baseline information, actual information and a qualitative measure of actual product progress based on a work-in-process measurement

ECHELONS: Levels in the organizational hierarchy—district/lab/center, the MSC and HQs.

EMPOWERMENT: Having authority to exercise judgment and take action, with the responsibility for resultant positive or negative consequences.

FISCAL YEAR:

FUNCTIONAL ORGANIZATION: Organization structure in which staff are grouped by technical specialty.

GOVERNMENT ORDER: A Military Interdepartmental Purchase Request (MIPR) issued as payment for goods and services. **Are there other types of Government Orders that should be defined? Isn't the MIPR just a form?**

Copyright Oracle Corporation, 2000. All rights reserved.**(WHY IS THIS HERE?)**

HARD WORK: Work on the current or future phase of an existing project with an approved schedule and adequate funding available, budgeted, or expected.

KNOWN WORK:

Suggest deleting.

MENTORING: Guiding and assisting in development of individual and group skills to enhance performance, by freely giving the benefits of one's knowledge and experience to others.

MATRIX ORGANIZATION: An organizational structure in which individuals share responsibility within their organization and as responsible members assigned to teams.

MATRIX TEAM: Group of people working across organizational boundaries for a common purpose.

OPERATING BUDGET: A formal, written plan that aligns the operating/mission requirements with the funding sources of an organization. Reflects the missions and specific command objectives of the organization, as well as any limitations and controls (e.g., constraining targets, available funds) imposed upon it. Provides the command with the means to control obligations and expenditures against approved funding levels. The objective of the operating budget is to provide managers with the ability to direct and control their resources to accomplish their mission and the ability to plan, organize and staff their operations.

[Why is this included?]

OUTREACH COORDINATOR: One who coordinates finding and assigning new customers within a district.

OUTYEAR: is defined as time beyond the current fiscal year, up to BY+4 **[Note - on the CW side, outyear projections may extend 10 years]** or end of current phase, whichever is longer. Scheduling and resourcing for outyears will be for purposes of projecting staffing needs and project execution methods. **[Suggest deleting - more a justification than a definition]** **PROGRESSED:** Discussed in PROC1017.

PROGRAM: A group of projects or recurring services that may be categorized by funding source, requirements defined in the program management plan, or other common criteria for which resources are allocated and collectively managed.

PROGRAM MANAGEMENT: **[Suggest a more simple and direct definition].** Component of the PMBP undertaken by all USACE echelons to manage

programs. It consists of the development, justification, management, defense and execution of programs within available resources, in accordance with applicable laws, policies, and regulations, and includes accountability and performance measurements. Under program management, programs, projects and other commitments are aggregated for oversight and direction by the organization's senior leadership. Program management takes project management to a greater level of interdependence and broadens the corporate perspectives and responsibilities.

PROGRAM MANAGER: **[Need to create a simple definition that addresses the basis of the PgM's Authority & subsequent responsibilities]** One who manages some or all undertakings within a unique classification. A program manager can manage any combination of other program and project managers. The district MilCon program manager can manage all the installation MilCon program managers.

PROJECT: Any work intended to produce a specific expected outcome. A project has a defined scope, quality objectives, schedule, and cost. Internal services are discrete projects when they are non-recurring or of special significance. **[Does this need to be defined, or is it perhaps better explained in text? Please provide an example of an internal service that would be considered a discrete project.]**

PROJECT DELIVERY TEAM: **The (PDT) consists** is responsible and accountable for ensuring that effective, coordinated actions combine to deliver the completed project according to the PMP. The PDT shall consist of everyone necessary for successful development and execution of all phases of the project. PDT members will include the customer, the PM, representatives from various technical disciplines within USACE, stakeholders, representatives from other federal or state agencies, vertical members from division and headquarters, and others necessary to effectively develop and deliver a successful project. The team composition can vary greatly, depending on the specific goals and expectations of the customer. The USACE team members may come from any functional area or geographic location, and are selected solely on their ability to successfully plan and execute their portion of the project.

PROJECT MANAGEMENT: The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed defined expectations. **[Definitions is esoteric]**

PROJECT MANAGEMENT BUSINESS PROCESS (PMBP): The fundamental USACE business process used to deliver quality projects. It reflects the USACE corporate commitment to provide "customer service" that is inclusive, seamless, flexible, effective, and efficient. It embodies communication, leadership, systematic and coordinated management, teamwork, partnering, effective balancing of competing demands, and primary accountability for the life cycle of a project.

PROJECT MANAGEMENT PLAN (PMP) (PgMP for Programs): A living document used to define expected outcomes and guide project (or program) execution and control. Primary uses of the PMP **or PgMP** are to facilitate communication among participants, assign responsibilities, define assumptions, and document decisions. Establishes baseline plans for scope, cost, schedule and quality objectives against which performance can be measured, and to adjust these plans as actual performance dictates. The PMP **or PgMP** is developed by the project delivery team (PDT).

PROJECT MANAGER: The project manager (PM) is the leader of the **PDT** who must seamlessly **integrating** USACE efforts to deliver the best possible solution for the customer. The PM manages all project resources, information and commitments, facilitates the PDT toward effective project development and execution, and is the customer's primary interface within the Corps.

QUALITY: The totality of features and characteristics of a product or service that bear on its ability to meet the stated or implied needs and expectations of the **customer as well as address applicable laws, regulations and professional standards. The quality requirements applicable to a given project are negotiated** among the PDT members (which includes the customer) and are **documented** in the PMP.

QUALITY ASSURANCE (QA): An integrated system of management activities involving planning, implementation, assessment, reporting, and quality improvement to ensure that a process, item, or service is of the type and quality needed to meet project requirements defined in the PMP.

QUALITY CONTROL (QC): The overall system of technical activities that measures the attributes and performance of a process, item, or service against defined standards to verify that they meet the stated requirements established in the PMP; operational techniques and activities that are used to fulfill requirements for quality.

QUALITY MANAGEMENT: Processes required to ensure the project will satisfy the needs and objectives for which it was undertaken, consisting of quality planning, quality assurance, quality control, and quality improvement.

QUALITY MANAGEMENT PLAN: A formal document describing in comprehensive detail the necessary QA, QC, and other technical activities that must be implemented to ensure that the results of the work performed satisfy the stated performance criteria.

QUALITY SYSTEM: A structured and documented management system describing the policies, objectives, principles, organizational authority, responsibilities, accountability, and implementation plan of an organization for ensuring quality in its work processes, products (items), and services. The quality

system provides the framework for planning, implementing, and assessing work performed by the organization and for carrying out required QA and QC.

RESOURCE PROVIDER:

ROLE: The skill set assigned to a resource in P3e. **[Is this necessary?]**

SCOPE OF SERVICE: Internal work agreement between resource provider, project team member **and the Project Manager documented as an** addendum to what is **defined in a PMP. A funded** SOS constitutes notice to proceed. **[does this conflict with the PDT/empowerment concepts??]**

POTENTIAL PLANNED WORK: Work on phases of existing or new projects which is expected to occur, but is dependent on external events such as completion of a favorable report, future funding, authorization, customer approval, and signing of an agreement. **[Is this definition necessary??]**

STAKEHOLDERS: Individuals and organizations who are involved in or may be affected by the project.

TASK: A unit of work.

THOMAS AMENDMENT: PROC1016

THRESHOLDS: A project management technique in which **parameters and upper/lower boundaries are specified to facilitate the evaluation of numerical project data.** An issue is automatically generated when a threshold parameter is equal to or less than the lower threshold value, or equal to or more than the upper threshold value. **[Needs to be carefully re-write - this appears to be specific to a particular software program]**

UNFUNDED WORK: Work which is planned and /or authorized but for which funds have not yet been appropriated.

UNKNOWN PROGRAM LEVEL WORK: Work not identifiable as specific projects, but foreseen, projected, unassigned, program level work that is expected to occur in the outyears. **RMB stuff?**

VIRTUAL TEAM: Team working across geographic or organizational boundaries without physical co-location.

WORK BREAKDOWN STRUCTURE (WBS): The WBS specifies the tasks and subtasks necessary to fulfill the objectives of the project. The WBS templates provide the basic minimum structure needed to begin defining a project in P2 and satisfy upward reporting requirements.

WORKLOAD: Everything that is done by the organization utilizing In-House or contractual resources. Workload involves anything for which the organization

incurs costs (accrued expenditures) for a given fiscal year for both direct and reimbursable customers. It includes all funds expended including current year appropriated funds, funds carried over from prior years, reimbursable funds from other agencies, supplemental appropriations, transfer accounts, trust funds and local cash contributions. Workload includes expenditures for construction placement, design, operation and maintenance, real estate, overhead, etc. The performing USACE activity receives the credit for all workload it performs.